



Training Transformation To Support Procurement Transformation November 2003

**Mr. Frank J. Anderson,
Ic**

**President Defense
Acquisition University**





My Charter...

“As President of Defense Acquisition University, you are in an ideal position to inform, educate, and challenge our core audience on the direction of DoD’s professional, education, development and training; and how we, the contracting community, can access and exploit your services to our greatest benefit.”

**Charlie E. Williams, Jr.
Deputy Assistant Secretary
(Contracting)
Assistant Secretary
(Acquisition)**

Inform, Educate, and Challenge



Transformation Planning Guidance

1) Entrepreneurial Approach

“As we prepare for the future, we must think differently ... We must transform not only the capabilities at our disposal, but also the way we think, the way we train... We must promote an entrepreneurial approach to developing military capabilities, one that encourages people to be proactive, not reactive, and anticipates threats before they emerge.”

2) Bottom-Up Innovation

“Senior leadership commitment to transformation will mobilize the rest of the Department and stimulate the bottom-up innovation required for successful transformation.”

3) Continual Transformation

“There will be no moment at which the Department is “transformed.” Rather, we are



Transformation Planning Guidance

APRIL
2003

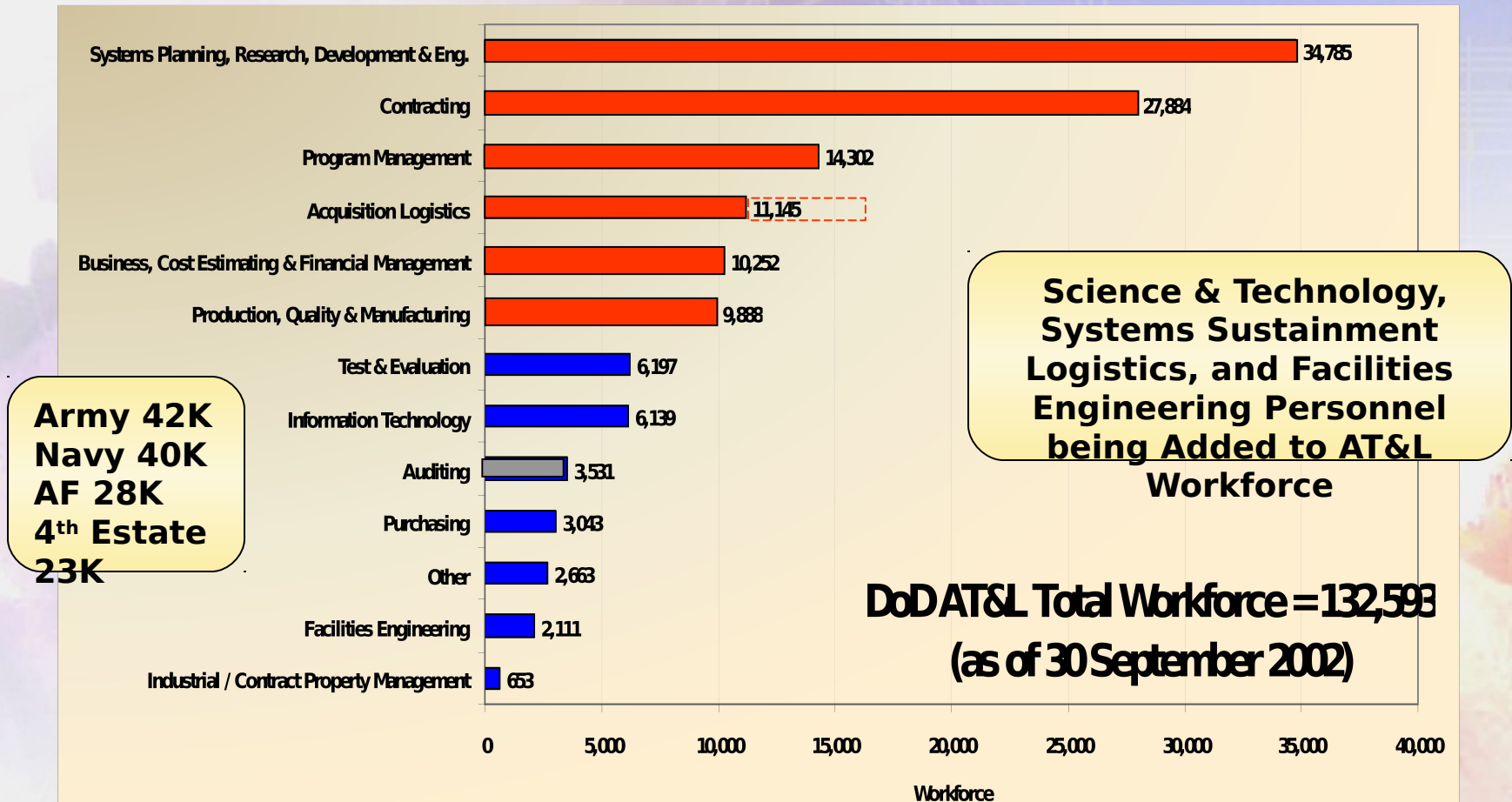


**Donald H. Rumsfeld
Secretary of Defense**



Our Customers...

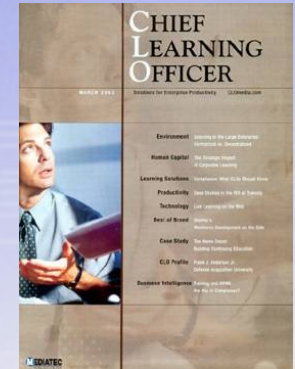
Understanding Their Learning Environment



Mission: Provide practitioner training and services to enable the Acquisition, Technology, and Logistics community to make smart business decisions and deliver timely and affordable capabilities to the warfighter



Where we are...Recognized Sector Leader



- ✓ On the cover of major magazines
- ✓ Member of Learning and Development Round Table 2003
- ✓ ASTD Best Award 2003
- ✓ USDLA Awards 2001 and 2002
- ✓ Brandon Hall Gold Award for PLM as a Best Practice - Excellence in e Learning 2003



- ✓ Selected to represent DoD in President's Quality Awards in two categories
- ✓ CUBIC Best Overall CU
- ✓ CUBIC Best Virtual CU
- ✓ CUBIC Most Innovative CU
- ✓ CUBIC Leader of the Year 2002

"... this is a noteworthy success for the Department of Defense. It shows that our organizations can be competitive with the best from the private sector given aggressive leadership and a commitment to transformation".

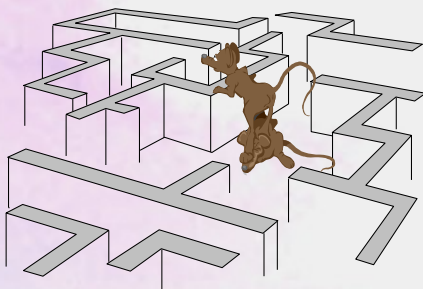
--AT&L, Memorandum to SecDef Rumsfeld, 24 November 2002



e-Environment



Geography Doesn't Matter



Organizational Structure Doesn't Matter



Time of Day Doesn't Matter

**Our Performance
Environment has
Changed!**

**The Capability Needed:
Anytime, Anywhere,
24/7 Learning
Environment**

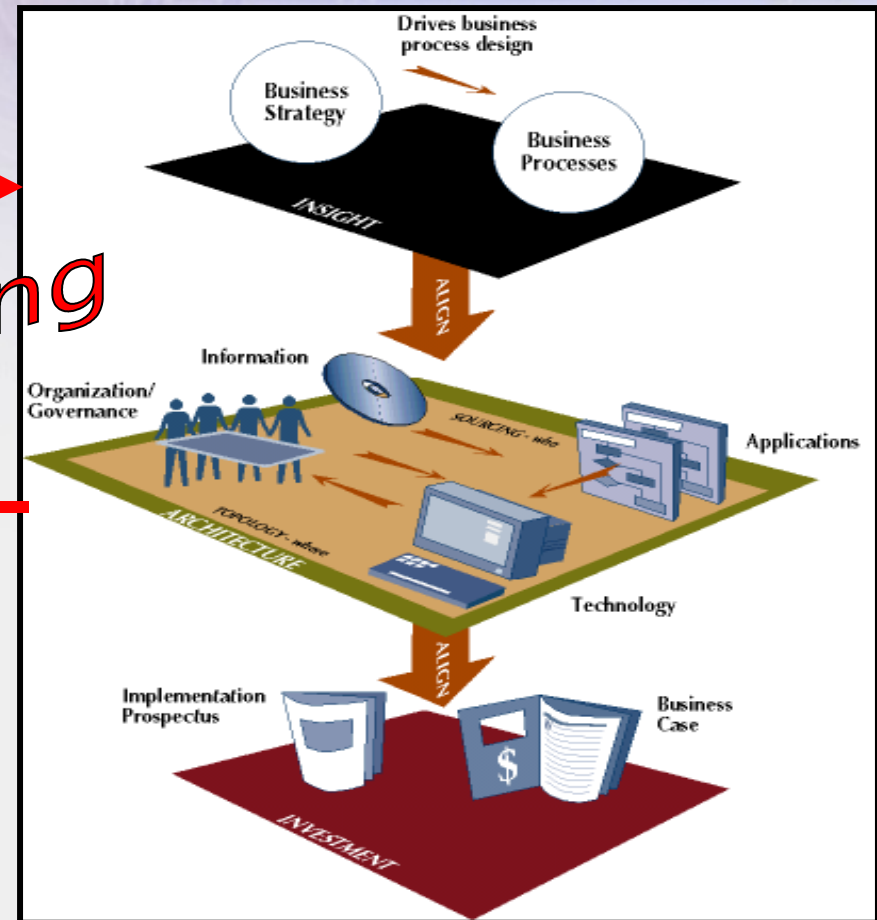


Connecting DAU Investments to Your Needs

DAU Overarching Learning Strategy AF Procurement Architecture

- **Curriculum modernization**
- **Continuous learning**
- **Performance support**
- **Evolving practices**
- **Knowledge sharing / Communities of Practice**

Linking





How Can DAU Best Support You?

The DAU/AF Partnership Journey



The "Commander's Intent" of Procurement Transformation

■ S



1.0 Professional Development & Education Project Plan

■ A

■ P



Strategic Sourcing: PSCM Charter

We are committed to actively lead and support the Purchasing and Supply Chain Management (PSCM) and Depot Maintenance transformations. Our leadership will be evident by:

- Active leadership and guidance
- Visible Support
- Investments that mirror the transformation strategy
- Personal time and interest

We are committed to fundamentally changing our business processes through these guiding principles:

- Enterprise-wide leverage (standard processes, technology, organization, structure, skills)
- Centralized Commodity-focused sourcing
- Collaborative relationships with Customers and Strategic Suppliers
- One Supply System that is responsive to customers
- Well-trained and educated workforce that is flexible, multi-skilled and sustains continuous improvement
- To perform strategic planning processes
- Single Balanced Scorecard with alignment of responsibility, authority and accountability
- Information technology that provides accurate, timely data

[Signatures and names of key personnel]



Air Force Contracting - Expeditionary-Agile-Innovative

Partnering Initiatives

- A76
- Lackland Best Practices
- Share your needs analysis
- Joint Gap Analysis
- Joint Training Development
- Commodity Case Studies?
- COP Development



At the Heart of the Training Transformation

AT&L Performance Learning Model

WIIFM

*Current, Relevant, Variety of
Modernized Training Resources*

Executive

Level 3 DAU Courses

Case-Based Simulation

Innovatively Solve Complex Problems

Level 2 DAU Courses

Caselets - "Can You Think Your Trainee"

Level 1 DAU Courses

Regulations & Procedures

Continuous Learning

**Performance
Support**

**Rapid
Deployment
Training**

*Rapid, Easy Access to
Tailored Performance
Support*

WIIFM

- *Rapid, Broad-Reach Access to Best/Better Practices and Lessons Learned through Knowledge Sharing & Communities of Practice*

WIIFM

WIIFM

- *Rapidly Created and Available JIT Continuous Learning Resources*



When Riding a Dead Horse...

Dakota tribal wisdom says that *when you discover you are riding a dead horse, the best strategy is to get off.*

However, **we often try other strategies** with dead horses, including the following:

1. Buying a stronger whip.
2. Changing riders.
3. Appointing a committee to study the horse.
4. **Arranging to visit other sites to see how they ride dead horses.**
5. **Creating a training session to increase our riding ability.**





A Learning Organization Is...

Any organization “in which you cannot *not* learn because learning is so insinuated into the fabric of life”

***Peter M. Senge, The Fifth Discipline:
The Art & Practice of The Learning
Organization***

AT&L Performance Learning Model



Knowledge Sharing

- AKSS (Deskbook)
- Acquisition Community Connection
- Communities of Practice (CoP)

Performance Support

- Consulting
- Rapid Deployment Training (RDT)
- Targeted Training

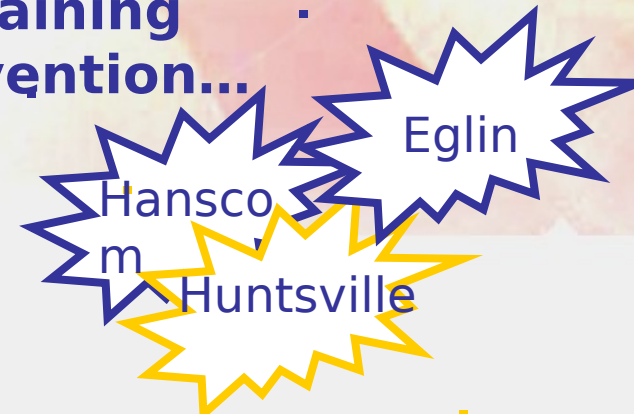
Continuous Learning

- Continuous Learning Modules
- Conferences and Symposiums

Creating an environment where we learn

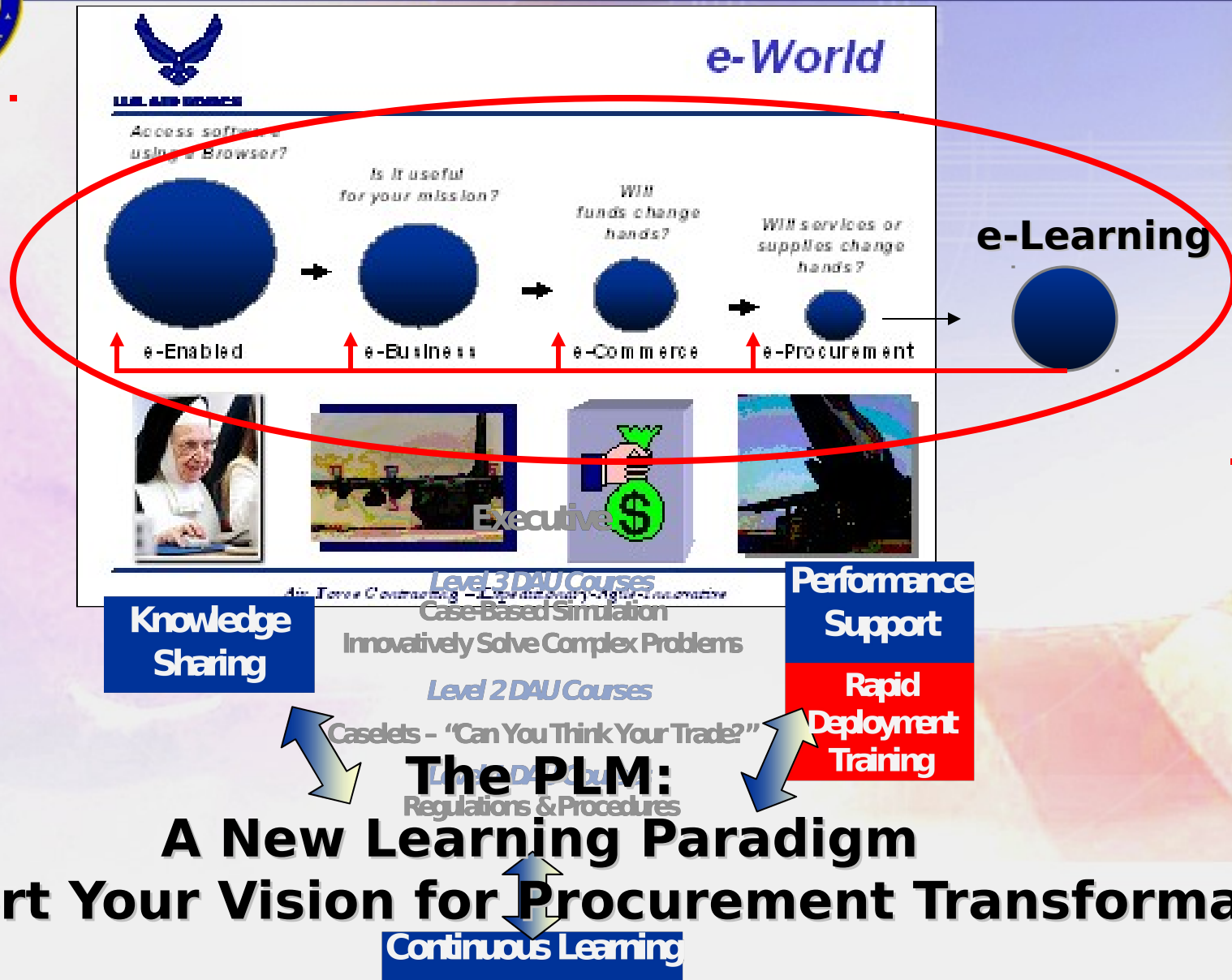
- ✓ **Before,**
- ✓ **During, and**
- ✓ **After**

the training intervention...





Full Spectrum e-World





The PLM -- Enabling the Learning Organization by Moving Theory to Practice

**(Example:
Hanscom AFB
Community)**

Certification Courses:

Standard DAU Courses for APDP.
Tailored DAU courses. Acquisition
Boot Camp. ESC University Structure
(Core Courses). Smart Start Course.
Discovery Mapping Course. Red Flag
Exercises. ALE/Integration Week
Offerings.

Executive

Level 3 DAU Courses

Case-Based Simulation
Innovatively Solve Complex Problems

Level 2 DAU Courses

Caselets - "Can You Think Your Trade?"

Level 1 DAU Courses

Regulations & Procedures

Continuous Learning

Knowledge Sharing:

AT&L Knowledge
Sharing system.
Communities of
Practice, including
the ACC CoP. Mini-
EWI. ESC University
Structure (Elective
Courses). Ops
Experience
Opportunities.
Acquisition Learning
Center

Continuous Learning: Continuous Learning Center.
Integration week. Acquisition Resource Center. Education
and Training Web Site. Incentive Plan. Hanscom Ed &
Training Working Group & IPT. Board of Education.
Hanscom Acquisition Learning Resource Center.

Performance Support:

Targeted Just-in-Time
Seminars. Traditional
Performance Support
Teams. Just-In-Time
Training. AFMC Ed &
Training Working Group.
Strategic Partnering.
Rapid Deployment
Training.

Performance Support

Rapid Deployment Training

Learning Feedback Initiatives

Initiative Course Surveys.
Customer Surveys. Functional
IPTs. Metrics. Customer Surveys.
Course Feedbacks. Balanced Score
Cards. ESC Training Policy Letters.
Commander's Call. Enterprise
Directives. Benchmarking.

The PLM provides the Learning Organization with more control over career-long learning solutions. Creates the organizational environment where you can not not learn...



The DAU Performance Learning Model (PLM) -- Lifelong Learning Opportunities --

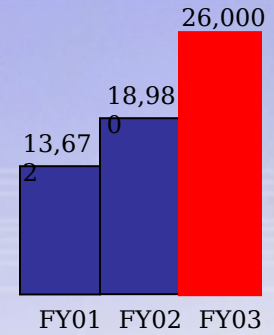
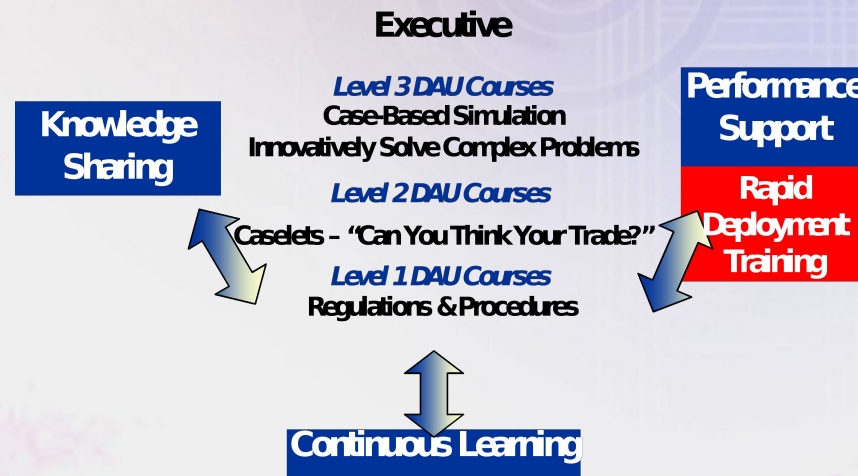
Training Highlights:

PMT-401, New PM Course Started Delivery 2003.

PMT-352, New Level III Cert Course Started Delivery 2002

Communities of Practice:

PM CoP with topic areas for Risk, contracting, Systems Engineering and Total Ownership Cost. Interactive discussion forums for topic every area.



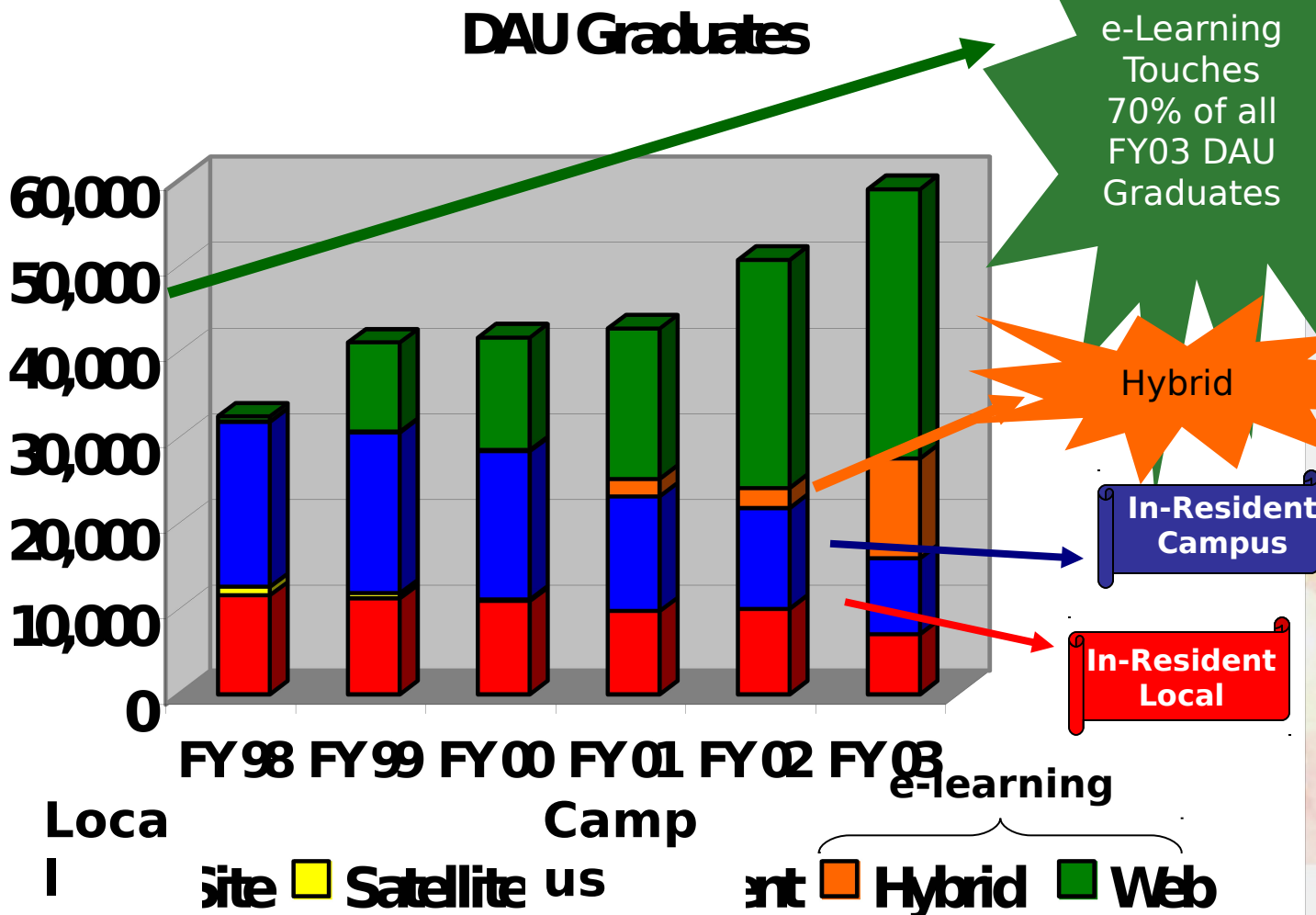
PM Performance Support to ASA(ALT), DASN C4I, Military Health System, OASD(NI2), Army SMDC, SPAWAR, and others

Continuous learning: PM related: COTS Acquisition, CAIV, DOD 5000, Fundamentals of IPTs, International Armaments Cooperation, Risk Management, Scheduling, and others.

The PLM provides you with more control over your lifelong learning solutions. We have transformed our concept of learning to extend beyond the course itself



Thoughtfully Inserting Technology...



Enabling a Powerful Learning Environment



DAU Seat Time (FY02 -04)

New Cheese!

- Continuous Learning
- Communities of Practice
- Performance Support/Rapid Deployment Training (RDT)

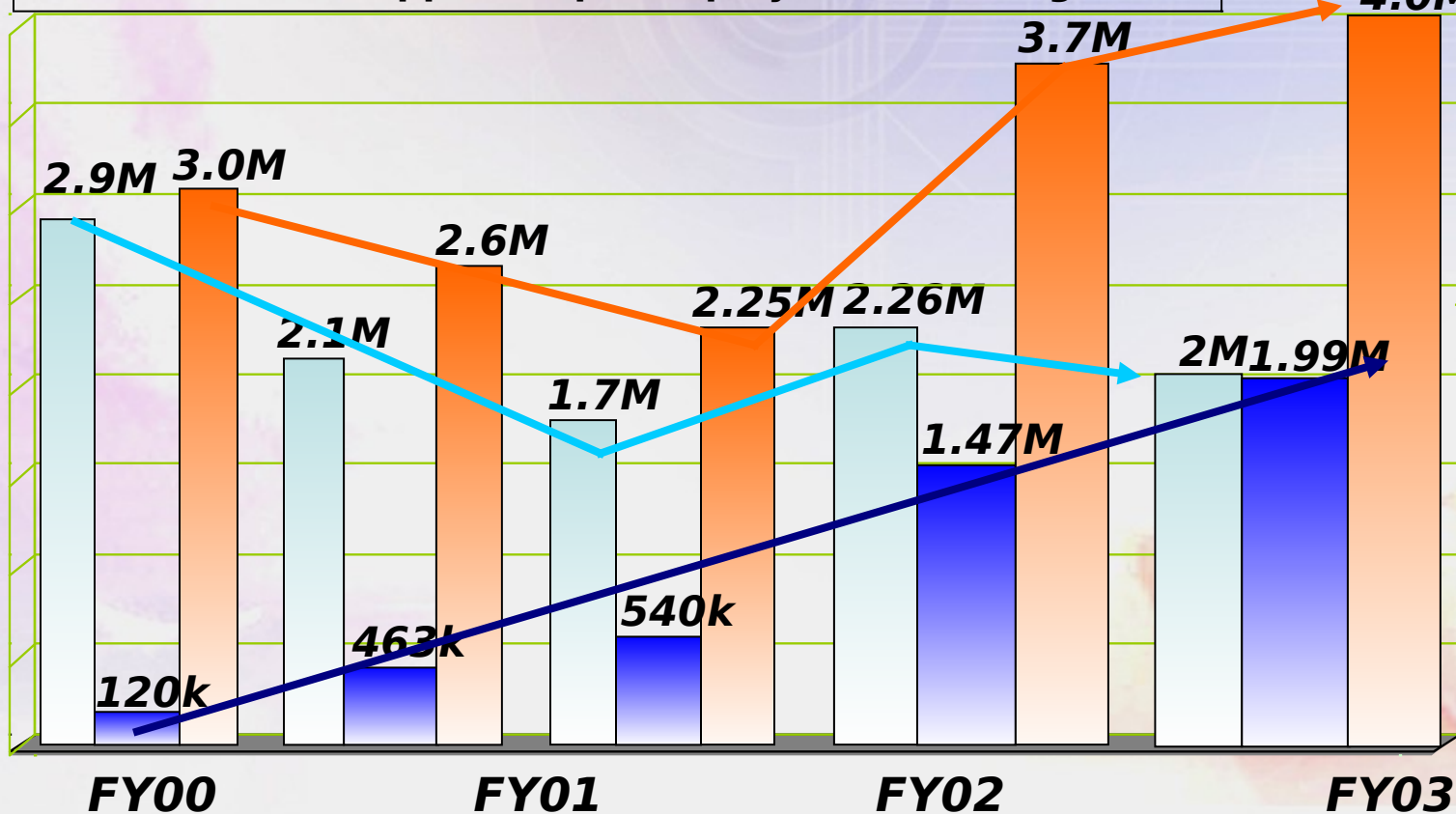
4 Million

3 Million

2 Million

1 Million
Student
Hours

0



Classroom

Online

Total

(Expected)



DAU Performance Support 2003

- **Consulting - 135 Events (6380 Hrs)**
- **Facilitated Planning- 14 Events (630 Hrs)**
- **Targeted Training - 159 Events (6378 Hrs)**
- **RDT - 170 Events (450 Hrs)**
- **Web - based 5000 Resource Center**

Key 2003 Performance Support tasks:

Program Success Probability - ASA(ALT). Developing metrics to predict probability of program success

Program Start-up Workshop - with Raytheon. Kick-off workshop for just awarded contracts that will facilitate mutual understanding and good working relationships.

Deployable Joint Command and Control (DJC2) - DASN/PMO. Support development of MS B decision package.

Technology Transfer - Army Aviation Command. Capture best practices across DoD for transitioning technology to acquisition programs.

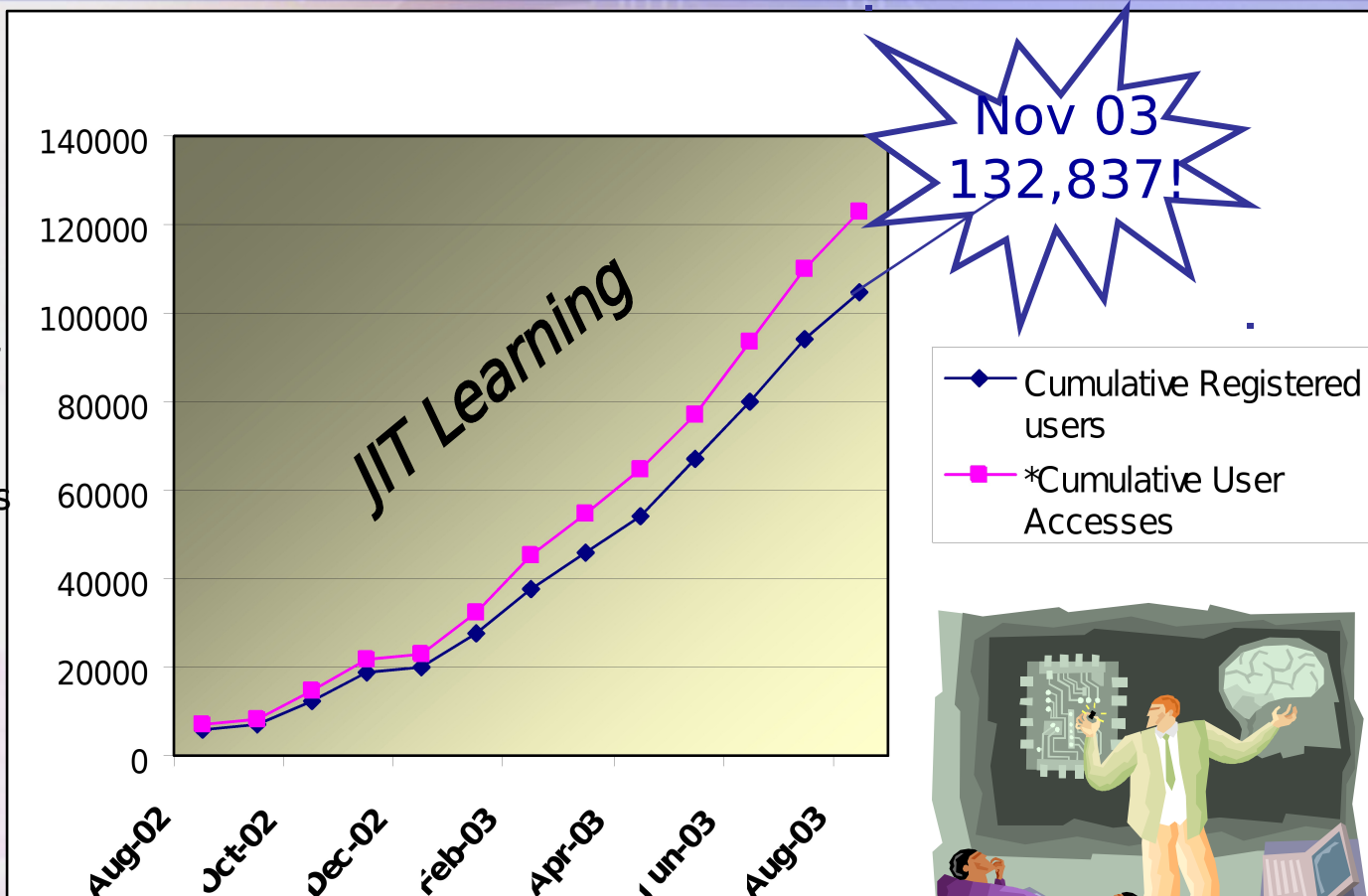
Organizational Learning IPT - Various Systems Commands. Long term relationship with service acquisition commands to identify needs and provide training.



Continuous Learning helps DoD AT&L community to:

- Stay current in career field
- Learn about new policies and initiatives
- Complete training needed on the job
- Comply with DoD Policy: 80 CL points every two years

53 Modules



Tremendous growth Story:

Jun 01 - 72 users registered - September 02 registered users grew to 5,830 ...15 months later - users exploded "off the chart" to 132,837!



"Provides a single portal for easy access to continuous learning opportunities, performance support and information."



New CON353

Week 1

Pre-Course Assignments

Pre-Course Projects

Post COP

Virtual Teaming

Virtual Classroom COP

Senior Leader Project

Local Project

Division Support Project

Learning Environment

Capability Demonstration Project

Market Analysis Project

Supervisor/Local Project

	Admin/Intros Transformation	Small Group	Small Group	Small Group
		Large Group	Large Group	Large Group
		Currency/Topics	Currency/Topics	Currency/Topics
	Lunch	Lunch	Lunch	Lunch
	Tools	Currency/Topics	Currency/Topics	Currency/Topics
		Large Group	Large Group	Large Group
		Small Group	Small Group	Small Group

Week 2

Small Group	Small Group	Small Group	COP Updates	Local Project
Large Group	Large Group	Large Group	Senior Leader	Class Hotwash
Currency/Topics	Currency/Topics	Currency/Topics	Issue Dialogue	& Collaboration
Lunch	Lunch	Lunch	Lunch	
Currency/Topics	Currency/Topics	Currency/Topics	Local Project	Local Solution Prep
Large Group	Large Group	Large Group	Prep & Video-taping	
Small Group	Small Group	Small Group	Local Project Presentations	

Local Project Results to Supv



New CON353... Feedback

Thank you for a great course offering! This will meet customer needs.

Great class!

"Excellent! We have had many 'how to' courses...What a change..."

The learning environment and level was very stimulating. I felt I really improved my thinking and presentation skills."

"Outstanding course definitely at 300 level...Concept of CoP was great. Good to maintain the alumni board."

"...many of the discussion areas I hadn't taken the time to just think about."

"Outstanding course and the correct emphasis."

"We learned a lot about the Environment that affects our career field."

"The emphasis on critical thinking at this level of instruction was right on target."

I've grown as a member of the AT&L workforce. I've definitely matured.

"The course provided insight on how to get a team to look at a problem and evaluate it critically to come to a logical decision."

"Excellent! You (the instructors) act and behave the way you teach."

Note: Used new FY04 DAU End-of-Course Survey Instrument to enable continuing comparative capability



DAU Partnering for Expanded Opportunities... for Your Workforce

Enhancing learner opportunities by establishing partnerships with institutions of higher learning, industry, professional associations, and other agencies.



- Credit for DAU courses toward degrees
- Joint DAU-Industry curriculum development
- International Defense Educational Arrangement
- Training MOUs with Australia and Taiwan
- GAO training
- Federal Acquisition Institute Seminars





We Are Committed to Delivering Wow

**You get the
same great
experience...**

**...no matter what
part of DAU you
experience!**





DAU is Committed to Your Success

I'm Listening... and Strongly Desire to
Partner and Support Your Success...

AF Contracting

We are committed to fundamentally changing
our business processes through these guiding
principles:...

- Well trained and educated workforce that is
flexible, multi-skilled and sustains continuous
improvement"...

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Air Force Contracting - Expeditionary-Agile-Innovative

**The PLM: A New Learning Paradigm
to Support Your Vision for Procurement Transformation**